

# Office of City Auditor

## **The Seattle Police Department: Controls Over Tickets**

April 9, 1997

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## Executive Summary

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### Purpose

At the request of the City Council, the Office of City Auditor performed this audit of the Seattle Police Department's controls over the tickets<sup>1</sup> its officers issue for traffic and criminal offenses. The Council's request came in the wake of a criminal charge filed in September 1995 against a Seattle Police officer who was later convicted of soliciting a bribe to void a ticket he had written for driving under the influence. In addition, in its 1992 audit of the City, the State Auditor's Office noted weaknesses in the way the Seattle Police Department controlled officer tickets and tracked their status. We reviewed the Department's controls specifically to (1) verify that officers are forwarding or otherwise appropriately accounting for all tickets, (2) determine whether the Department is tracking the final disposition of the tickets its officers write, and (3) evaluate the management controls over blank tickets before the Department issues them to officers.

### Results of Our Work

The Seattle Police Department does not have adequate processes in place to account for how its officers use the blank tickets the Department issues them and to track whether the tickets are legally sufficient to stand up in court. More specifically,

- In our sample of 2,625 tickets, the Police Department and other agencies could not provide us with information which would allow us to determine whether officers made appropriate use of 155 tickets -- about six percent of the sample we reviewed.
- The Police Department does not have readily available information on what its officers have done with the originals of the tickets they issued.
- The Police Department does not systematically receive information from Municipal Court on the disposition of tickets nor is the Police Department reconciling information as to how the courts disposed of the tickets its officers send them.

Without processes in place to systematically obtain and analyze information on used tickets, the Department cannot ensure that all tickets were issued appropriately. Also, the Department cannot identify potential weaknesses in its policies and processes nor identify individual officers who may need additional training or supervision.

In addition, although the Department has appropriate controls over transferring tickets to its precincts and the Metropolitan Section and over issuing ticket books to officers, its physical security over blank ticket books at two of six units needs improvement.

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<sup>1</sup> Throughout this report the term "tickets" refers to citations which police officers issue for criminal offenses, traffic infractions, and non-traffic infractions (for example, driving with expired license tabs); it does not include tickets which the Department's police officers and civilian parking enforcement officers issue for parking offenses.

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## **Recommendations**

During our review, we identified and recommended various process improvements. The Police Department has agreed with our recommendations and is in the process of implementing them. In particular, the Department is now

- establishing a system in coordination with Municipal Court, which combines manual and computerized tracking, (1) to account for all tickets which officers receive and (2) to allow periodic review of how the courts are disposing of tickets which the Department sends them; and
- securing books of blank tickets in a locked cabinet with limited access.

We recognize and support the City's efforts to improve communication through the use of technology and to link the computer systems of the Municipal Court, Law Department and Police Department.

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## **PURPOSE**

At the request of the City Council, the Office of City Auditor performed this audit of the Seattle Police Department's controls over the tickets<sup>1</sup> its officers issue for traffic and criminal offenses. The Council's request came in the wake of a criminal charge filed in September 1995 against a Seattle Police officer who was later convicted of soliciting a bribe to void a ticket he had written for driving under the influence. In addition, in its 1992 audit of the City, the State Auditor's Office noted weaknesses in the way the Seattle Police Department controlled officer tickets and tracked their status. We reviewed the Department's controls specifically to (1) verify that officers are forwarding or otherwise appropriately accounting for all tickets, (2) determine whether the Department is tracking the final disposition of the tickets its officers write and (3) evaluate the management controls over blank tickets before the Department issues them to officers.

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## **BACKGROUND**

Officers of the Seattle Police Department issue tickets to cite individuals who commit traffic and other infractions (for example, animal control violations) or who violate the State's or City's criminal laws. Officers use two different forms in issuing these tickets:<sup>2</sup> for infractions, a Notice of Infraction; for criminal offenses, a Criminal Citation.

On January 1, 1996, the Police Department took over full responsibility from the Municipal Court<sup>3</sup> for ordering, controlling, canceling, voiding, retaining, and auditing both criminal citations and notice of infractions.<sup>4</sup> The Warehouse Supervisor ("Quartermaster") from the Department's Property Management Unit purchases the ticket books (25 tickets per book) from a vendor and issues them in case lots to the equipment and facilities coordinator ("stationmaster") for each of the Department's

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<sup>1</sup> Throughout this report the term "tickets" refers to citations which police officers issue for criminal offenses, traffic infractions, and non-traffic infractions (for example, driving with expired license tabs); it does not include tickets which the Department's police officers and civilian parking enforcement officers issue for parking offenses.

<sup>2</sup> Officers use a third form to issue tickets for parking violations. The Department's civilian parking enforcement officers issue most of these tickets, and this report does not deal with tickets for parking violations.

<sup>3</sup> As part of this transfer, the Police Department's expenditure authority was increased by \$30,000 for printing the tickets. Although we did not audit the Municipal Court, prior to the transfer it did not have a system in place to track the officers' use of tickets.

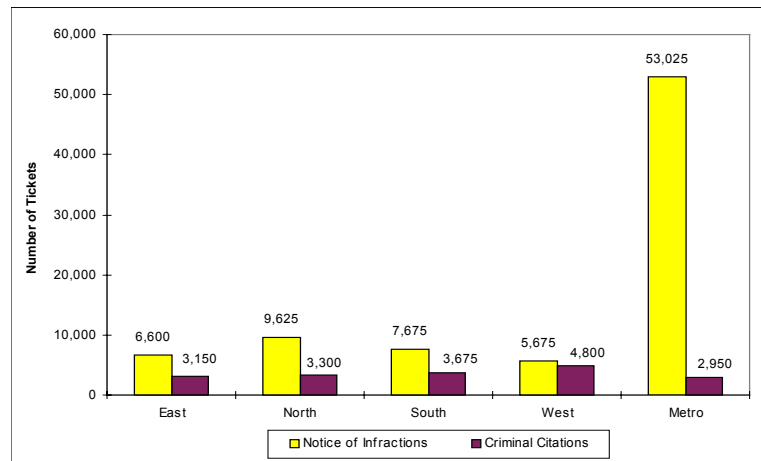
<sup>4</sup> along with parking-infraction tickets

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four precincts (North, South, East and West) and the Metropolitan Section.<sup>5</sup> The stationmasters issue these books to individual officers.

Between January 1, 1996 and September 30, 1996, officers received ticket books containing 100,475 tickets: 82,600 Notice of Infractions and 17,875 Criminal Citations. As Table 1 shows, officers of the Metropolitan Section receive most of the blank Notice of Infraction tickets, whereas the Department issues Criminal Citation tickets to officers of the four precincts and the Metropolitan Section in roughly equal amounts.

Table 1: Number of Tickets Issued to Each Section  
Between January 1, 1996 and September 30, 1996



*This table shows where the Police Department distributed its 82,600 Notices of Infraction and 17,875 Criminal Citations to officers by precinct and the Metropolitan Section.*

Each officer is accountable for each ticket he or she receives and may do one of the following:

- issue the ticket to a violator;
- submit a Municipal Court of Seattle Cancellation Request to the appropriate court (for any ticket the officer issued to a violator erroneously or filled out incorrectly);
- submit a voided ticket report through his or her supervisor to the Data Distribution Unit for entry into a voided-ticket database (for any unissued ticket which

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<sup>5</sup> The Metropolitan Section includes the Traffic, Motorcycle, Parking Enforcement, Canine/Mounted, and Harbor Units.

<sup>6</sup> for example, because the ticket is spoiled or the officer wrote incorrect defendant information on it

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is no longer serviceable<sup>6</sup>); and

- return the blank ticket to the Training, Procedures, and Audit Section (when the officer terminates employment, the Department revokes the officer's authority to issue tickets, or the Department recalls all blank tickets.)

When an officer writes a ticket, he or she sends the original and second copy to the Seattle Municipal Court or the Department's Data Distribution Unit (for distribution to the Law Department, Juvenile or District Court). For traffic offenses, the court of jurisdiction sends the second copy to the Washington State Department of Licensing after disposition. The officer gives the third copy to the violator, and keeps the fourth (Law Enforcement Agency) copy.

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## **SCOPE AND METHODOLOGY**

We limited our review to notice of infractions and criminal citations and did not include parking tickets because the Department uses different (computerized) procedures to produce and process most parking tickets and because the Department's civilian parking enforcement officers, rather than police officers, issue most of them.

In performing this review, we

- interviewed State and King County officials, and Police Department management, officers and staff; and
- reviewed the Police Department's policies and procedures and other pertinent documents and reports.

To verify that officers are forwarding or otherwise accounting for all tickets appropriately, we randomly sampled a total of 2,625 tickets: 1,900 (about 2.3 percent) of the 82,600 sequentially numbered blank notice of infractions and 725 (about 4.1 percent) of the 17,875 sequentially numbered criminal citations the Department issued to officers between January 1, 1996 and September 30, 1996. We first matched the sample tickets to the Municipal Court database to verify as many as possible in this manner. We then checked with the Law Department and reviewed the Police Department's database of voided tickets. For the remaining tickets, we then worked with the responsible police officer to verify from the blank ticket that the officer had not yet issued the ticket or to determine from the officer's copy of the ticket (the Law

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Enforcement Agency copy) what use the officer had made of the ticket (for example, sent original copy to District Court or Juvenile Court as the appropriate court of jurisdiction). We then attempted to verify these uses (for example, against the District Court or Juvenile Court records).

To determine whether the Police Department had adequate management controls over its blank tickets we

- reviewed the sign-out controls for transferring or issuing blank ticket books,
- observed the physical safeguards in place to protect the blank ticket books; and
- identified the persons issuing ticket books at each precinct and the Metropolitan Section.

We conducted our audit in accordance with government auditing standards<sup>7</sup> between June and December 1996.

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<sup>7</sup> We followed generally accepted government auditing standards except for Government Auditing Standard 3.33 which requires external quality control reviews of audit organizations every three years. Our office will have an external quality control review in 1997.

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## RESULTS OF OUR WORK

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### **The Police Department Does Not Adequately Track Officers' Tickets to Ensure Their Proper Use and to Determine How Courts Dispose of Them**

The Seattle Police Department does not have an adequate system to account for how its officers use the blank tickets the Department issues them and to track whether the tickets are legally sufficient to stand up in court. As a result,

- In our sample of 2,625 tickets, the Police Department and other agencies could not provide us with information for us to determine whether officers made appropriate use of 155 tickets -- about six percent of the sample.
- The Police Department does not have readily available information on what its officers have done with the originals of the tickets they issue.
- The Police Department is not systematically receiving information from Municipal Court on the disposition of tickets nor is the Police Department reconciling information as to how the courts disposed of the tickets its officers send them.

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### ***Available Information Did Not Permit Us To Verify Appropriate Use for Six Percent of the Tickets in Our Sample***

In spite of intensive efforts, utilizing all available information within the courts and the Police Department, we could not verify that 155 tickets (about six percent) of our sample of 2,625 had been used appropriately. The Police Department issued all the tickets in our sample to its officers in 1996.

The Police Department and the courts could not provide any information at all for about 70 of these 155 tickets, and the accountable officers stated they could not locate the Law Enforcement Agency copy of the ticket. Department policies and procedures require officers to retain this copy for the remainder of the year in which the officer wrote the ticket plus one additional year. One officer told us he had destroyed the copies when he was transferred to his new duty section.

For the remaining 85 tickets, accountable officers were able to provide us the Law Enforcement Agency copies, but the information on the Law Enforcement Agency copies could not be verified:

- For 30 tickets, the accountable officers' Law

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Enforcement Agency copies indicate that the originals should have gone to the Municipal Court, but the Municipal Court Information System did not contain them. One officer reported that he found one of these originals in his briefcase. This ticket will now be voided, since it was issued in May 1996.

- For 19 tickets, we also found that the Law Enforcement Agency copies revealed errors in writing the tickets. These errors included not identifying the appropriate court (generally the District Court), inserting the carbon backwards, and not completing tickets (no name, address, reasons for stopping the violator). We were not able to find any court record to support the issuance of these tickets.
- For 17 tickets, the officer's copy of the ticket indicated that the original should have gone to District Court (13 criminal citations) or Juvenile Court (4 criminal citations), but we were not able to find any record of these tickets in either court.
- For 8 tickets, the Law Enforcement Agency copy indicated the officer had either voided or canceled the ticket. However, the Police Department's database of voided tickets did not include these tickets.
- For 6 tickets, the violators were booked directly into jail. In these cases we would expect the originals of these ticket to go to the Law Department, but the Law Department had no record of receiving these tickets.
- For 5 tickets, the Law Enforcement Agency copies were not legible.

Neither the Police Department nor the other agencies could determine which agency was responsible for the missing tickets.

Most of the 2,470 tickets whose use we verified we found in the Municipal Court's database (the Municipal Court Information System). The remainder we found at the Law Department, in the Police Department's database for voided tickets, or still in officers' blank ticket books. See Table 2 for more detailed information on tickets whose use we could verify and on those whose use we could not verify.

Table 2: Status of Tickets in Our Audit Sample

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	Criminal Citations	Notice of Infractions	Total	Percentage
<b>Tickets In Our Sample</b>	725	1,900	2,625	
<b>Tickets with Use Verified</b>	613	1,857	2,470	94%
<b>Total Tickets with Use Unverified</b>	112	43	155	6%
No Police Copy Available	55	15	70	3%
Police Copy Available	57	28	85	3%

*This table shows that we could not verify the use of six percent of the tickets. Neither the courts nor the Police Department could provide any information about how officers used three percent of the tickets (no Police copy of the ticket). For another three percent of the tickets, we could not verify from court records or other sources the information on the Police copy.*

Addendum A provides additional details regarding the tickets whose use we were able to verify and those whose uses we could not.

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***Police Department Does Not Maintain Adequate Information on Transferring of Tickets to Courts of Jurisdiction***

In distributing ticket originals to the appropriate courts, the Police Department does not record where it sends individual tickets, although planned changes should allow creation of such a record. Because the Department does not keep a record identifying each ticket it receives from issuing officers and the court to which it sends the ticket, the Department is unable to identify gaps in the numerical sequence of the tickets or determine whether a particular ticket has been issued or lost. The Department does maintain a database of voided tickets to identify the extent to which officers are voiding their tickets.

Although Police Department officials stated that without additional staffing it would be extremely difficult to keep a record of where each ticket original goes, planned changes should allow development of such a record. According to a Police Department official, the Data Distribution Unit will soon create a database for tickets not under the jurisdiction of the Municipal Court. Each month the Police Department's Training, Procedures, and Audit Section will then combine the information in this new database with information in the Municipal Court Information System and the Department's database of voided tickets to identify and follow-up on missing tickets. We believe if the Police Department implements the system as described above, they will have an adequate system to track ticket originals.

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***The Seattle Police Department  
Does Not Systematically Receive  
or Analyze Information on How  
Courts Dispose of the Tickets  
Police Officers Issue***

The Seattle Police Department currently has no system in place to periodically determine how courts dispose of the tickets its officers issue. Without such information, the City cannot comply with State law<sup>8</sup> that requires the Department to track the disposition of each traffic citation an officer issues. Also, by not receiving and analyzing this information, the Department cannot identify potential weaknesses in its policies and processes nor identify individual officers who may need additional training or supervision. For purposes of good management, the Department needs to know how many of its traffic and misdemeanor citations result in the court's dismissal because of a missing ticket or inadequate/unreadable information. At present the Department learns of tickets which the Municipal Court (1) returns because of gross inadequacies<sup>9</sup> or (2) has not received from the issuing officer but for which the defendant is requesting a hearing or has come to pay. The Department does not monitor the disposition of even those tickets after they are corrected. From other courts, it receives no feedback on ticket inadequacies. Without this information, the Department is not in a position to manage its entire ticket accountability process effectively.<sup>10</sup>

The Municipal Court manually creates reports which accumulates information on (1) tickets that it cannot process through its system because of an error and (2) tickets where the defendant requests a hearing or has come to pay the ticket but the issuing officer has not submitted the ticket to the Municipal Court. These reports show information about the ticket including the ticket or incident number, defendant's name, the issuing officer, the reason for sending it back to the officer, the date sent to the Police Department and the date returned to the Municipal Court.

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<sup>8</sup> According to RCW 46.64.010 "Such chief administrative officer shall also maintain or cause to be maintained in connection with every traffic citation issued by an officer under his supervision a record of the disposition of the charge by the court or its traffic violations bureau in which the original or copy of the traffic citation was deposited." State law does not require the Department to maintain a record of the disposition of non-traffic citations (for example, tickets which police officers issue for misdemeanor criminal offenses).

<sup>9</sup> Inadequacies so serious that the Municipal Court cannot process the ticket.

<sup>10</sup> The Department attempts to ensure that officers appropriately prepare tickets by requiring first-level supervisors to review each officer's Law Enforcement Agency copies of the tickets he or she wrote. Judging by the six percent of our sample tickets whose use we could not verify, we can only conclude that the extent or quality of the Department's supervisory reviews could be improved. In addition, the Police Procedures Manual requires the lieutenant in charge of the Department's Training, Procedures, and Audit Section to audit officers' Law Enforcement Agency copy retention files. This officer told us he simply does not have time to carry out this requirement. According to several Police Department officials, the Department did not receive funding for this auditing of tickets when Municipal Court transferred these tasks to the Police Department in January 1996.

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The Municipal Court should provide this information to the Police Department to help it better manage its officers' writing of tickets and to notify them of which officers have not provided the necessary information in a timely manner.

The issue of inadequate citations is not a speculative one. Court officials told us that many citations both for traffic infractions and for criminal misdemeanors have to be dismissed because of missing or inadequate citations. Examples of tickets which the courts had to dismiss include

- tickets whose originals never reached the appropriate court (although the violator came in to pay the fine),
- tickets with no information other than the officer's signature, and
- tickets which lacked critical information (for example, name, address, statement of probable cause).

Because all traffic tickets go to Municipal Court, obtaining their disposition will require only accessing the Municipal Court database. The Department needs to develop a system to obtain disposition results from the Municipal Court's database and to tie these results to the individual officers issuing the tickets. Obtaining the disposition of non-traffic offenses (criminal misdemeanors), however, will be more difficult and will require the Department to track the court to which a particular citation goes. As noted in the prior section (p. 7), the Department does not presently track its issued tickets. However, it is planning to do so for the relatively small number of criminal citations not under the jurisdiction of the Municipal Court. By periodically obtaining the disposition of these cases from the appropriate courts and combining this information with disposition data from the Municipal Court Information System, the Department should be able to review the results it obtains from the criminal citations it issues and better manage the citation process.

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## **Controls Over Transfer and Issuance of Blank**

The Police Department has adequate controls over the transferring of blank ticket books and over their issuance to individual officers, but the Department needs to improve

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**Ticket Books Are Adequate, But Two Units Need to Improve Physical Security**

physical security over blank ticket books in two locations.

Transfer and Issuance of Blank Ticket Books. The Police Department has good controls over the transfer and issuance of blank ticket books. The Warehouse Supervisor (“Quartermaster”) maintains a sign-out log of the cases of ticket books he issues to the equipment and facilities coordinators (“stationmasters”) of the four precincts and the Metropolitan Section. In turn, the stationmasters maintain a log for each case, showing each book they issue to an officer. Once the stationmaster issues all of the ticket books in a case, he/she forwards the log to the Quartermaster who then updates his issuance records.

Physical Security Over Blank Ticket Books. The Police Department needs to improve the physical security it accords blank tickets at the Metropolitan Section and the East Precinct. The Department’s Policies and Procedures Manual requires storing all tickets in a secure location so that they will not be readily accessible. The Property Management Unit and the North, South and West precincts had good physical security over their blank tickets, storing them in locked file cabinets with limited access. At the East Precinct and Metropolitan Section, the Department could improve its physical security over the blank tickets. The Metropolitan Section stores its blank tickets on an open shelf in an equipment room. During our review, we observed officers entering and exiting the equipment room and helping themselves to supplies. The East Precinct keeps its blank tickets in the Stationmaster’s office, with a sign out sheet on top of the box. During the day the Stationmaster’s office is unlocked, even when he is not in his office. This allows unauthorized persons access to the blank tickets. Indeed, the ticket book sign-out sheet showed that two officers from outside the East Precinct had issued ticket books to officers. The Stationmaster stated that he reviews the sign-out logs every few days to ensure that an officer has signed for each missing book. Addendum B provides a detailed description of issuance controls and physical security for blank ticket books at each unit.

We recommend that the East Precinct and Metropolitan Section increase their security over books of blank tickets by securing them in a locked cabinet with limited access. The Police Department has agreed to make the appropriate changes to the security at the East Precinct and

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## **Conclusions**

The Seattle Police Department does not have a comprehensive system to account for and to track the disposition of all tickets. More specifically, our review of the Police Department tickets showed that

- neither the courts nor the Department had information which would allow us to independently verify the use of six percent of the tickets in our sample;
- the Police Department does not have readily available information showing what ticket originals it had transferred to what courts; and
- the Police Department is not systematically receiving information from Municipal Court on the disposition of tickets, nor is the Police Department periodically reconciling the courts' disposition of the tickets its officers write.

In addition, although the Department has good controls over the transferring and issuing of blank ticket books, its physical security over blank ticket books is less than adequate in two of the six units which store blank ticket books.

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## **Recommendations**

During our review, we identified and recommended various process improvements. The Police Department has agreed with our recommendations and is in the process of implementing them. In particular, the Department is now

- establishing a system, which combines manual and computerized tracking, (1) to account for all tickets which officers receive and (2) to allow periodic review of how the courts are disposing of tickets which the Department sends them; and
- securing books of blank tickets in a locked cabinet with limited access.

We recognize and support the City's efforts to improve communication through the use of technology and to link the computer systems of the Municipal Court, Law Department and Police Department.

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### Information About the Status of Tickets in Our Sample

	<b>Criminal Citations</b>	<b>Notice of Infractions</b>	<b>Total</b>	<b>Percentage of Tickets in Our Review</b>
<b>Number of Tickets In our Review</b>	725	1,900	2,625	
<b>Tickets With Use Verified</b>				
In Municipal Court's Database	314	1696	2,010	76.6%
Officer Has Not Issued Ticket	291	152	443	16.9%
In SPD's Voided Database	4	9	13	0.5%
In Law Department's Records	4		4	0.2%
<b>Total of Tickets With Use Verified</b>	613	1,857	2,470	94.1%
<b>Tickets With Use Unverified</b>				
-- Officer Could Not Provide Us with Information About the Ticket	55	15	70	2.7%
-- Officers Provided Us with Their Law Enforcement Agency Copy of Ticket				
Should Have Gone to Municipal Court	13	17	30	1.1%
May Have An Error on Ticket	16	3	19	0.7%
Should Have Gone to District Court	13		13	0.5%
Officer Reported as Voided or Cancelled	1	7	8	0.3%
Officer Did Not Provide Legible Copy	5		5	0.2%
Booked Direct	5	1	6	0.2%
Issued to Juveniles	4		4	0.2%
<b>Subtotal</b>	57	28	85	3.2%
<b>Total of Tickets with Use Unverified</b>	112	43	155	5.9%

### Description of Controls Over Tickets at Various Seattle Police Department Units

Physical Security Over Tickets					
Property Management Unit	East	North	South	West	Metro/Traffic
The Property Management Unit has adequate physical security over its blank ticket books. The blank tickets are kept in the Quartermaster's office in a locked storage facility.	The East Precinct could improve its physical security over blank ticket books. Tickets are kept in the Stationmaster's office with the sign out sheet on top of the box. During the day the Stationmaster's office is unlocked even when he is not in his office. When the Stationmaster is not working, his office is locked, and selected individuals have keys to his office.	The North Precinct has adequate physical security over its blank ticket books. Tickets are kept in three locked file cabinets, one for each watch. The sergeant for each watch has a key for its file cabinet.	The South Precinct has adequate physical security over its blank ticket books. Tickets are kept in a locked two drawer filing cabinet in the Stationmaster's office. All of the sergeants have access to the Stationmaster's key locker.	The West Precinct has adequate physical security over its blank ticket books. Tickets are kept in a locked cabinet within a locked equipment room. This room is locked at all times when the Stationmaster is not present. Various sergeants on different shifts have keys to the cabinet. During our visit, we observed that the equipment room was locked and closed unless the Stationmaster was present.	The Metropolitan Section could improve its physical security over its blank ticket books. Tickets are stored in an equipment room on an open shelf. We observed officers entering and exiting the equipment room and helping themselves to supplies.

Issuance of Tickets					
Property Management Unit	East	North	South	West	Metro/Traffic
<p>The Property Management Unit appears to have adequate controls over the tickets that it issues to other Police units. The Quartermaster signs out cases of ticket books to designated individuals from the precincts and Metropolitan Section. Before these units can obtain additional cases of tickets, they must first return the ticket log sheet for a prior case showing who issued the ticket book to the officer, the ticket book number and the recipient of the ticket books. The Quartermaster then updates his record of who received ticket books.</p>	<p>The East Precinct could improve its procedures over issuing tickets to officers. The Stationmaster issues most of the tickets books to the first and second shift. Selected sergeants and the lieutenant on the third watch issues tickets when the Stationmaster is out of the office. The ticket book sign-out sheet showed that two officers from outside the East Precinct had issued ticket books to officers.</p> <p>The Coordinator also reviews the sign-out logs every few days to ensure that all books have been signed out.</p>	<p>The North Precinct appears to have adequate controls over the issuance of tickets. The Stationmaster obtains the cases of tickets from the Quartermaster and places them in each sergeant's filing cabinet. The sergeants are responsible for issuing the ticket books to the officers. The watch sergeant completes the issue logs and returns them to the Stationmaster, who then compiles them and returns the log to the Quartermaster.</p>	<p>The South Precinct appears to have adequate controls over the issuance of tickets. During the Stationmaster's normal shift, he issues ticket books to officers who work the first and second shift. Once a month, on the first Wednesday of the month, he works a split shift so he can issue ticket books to officers on the third shift. If an officer needs additional tickets, he/she can order them</p>	<p>The West Precinct appears to have adequate controls over the issuance of tickets. The Stationmaster issues the ticket books to first and second shift officers. He gives the sergeant on the third shift a block of ticket books to issue to officers who work the third shift.</p>	<p>The Metropolitan Section appears to have adequate controls over the issuance of tickets. The Stationmaster issues ticket books or, in her absence, the head of the Parking Enforcement Officers Unit issues the tickets books.</p>

## **Seattle Police Department's Response to Our Audit Report**

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## **Seattle Police Department's Response to Our Audit Report**



## Office of City Auditor Report Evaluation Form

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HELP US SERVE THE CITY BETTER**

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\* \* \* \* \*

Report: **The Seattle Police Department: Controls Over Tickets (April 9, 1997)**

Please rate the following elements of this report by checking the appropriate box:

	<b>Too Little</b>	<b>Just Right</b>	<b>Too Much</b>
Background Information			
Details			
Length of Report			
Clarity of Writing			
Potential Impact			

Suggestions for our report format: \_\_\_\_\_

\_\_\_\_\_

Suggestions for future studies: \_\_\_\_\_

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Other comments, thoughts, ideas: \_\_\_\_\_

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